

# DESIGNING YOUR ORGANIZATION



*Building the Right Culture and Team*



VENTURE DESIGN  
TOOLKIT

IDEO



*Helps you answer:*

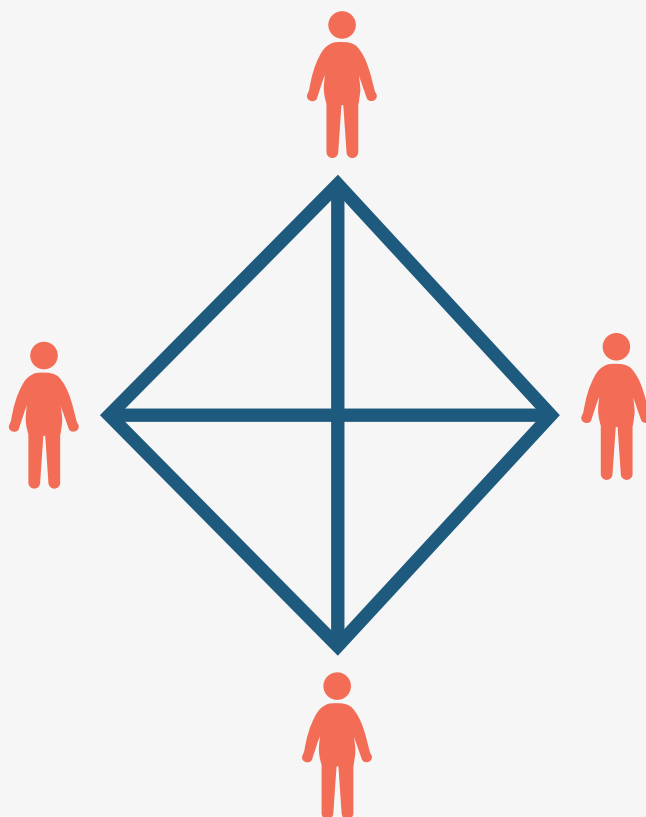
What are your organization's mission and core values? / What are the behaviors and rituals that demonstrate your culture? / Who is, or should be, on your team? / Who do you need to hire? / In what capabilities or skills do you excel? / How is your team uniquely positioned to execute?



*You must be crystal clear about  
what your **culture** will be and  
**who you are as a team** from your  
venture's early days.*



*The **founding team** is responsible for shaping the company culture from the beginning of the venture.*



#### TEAM

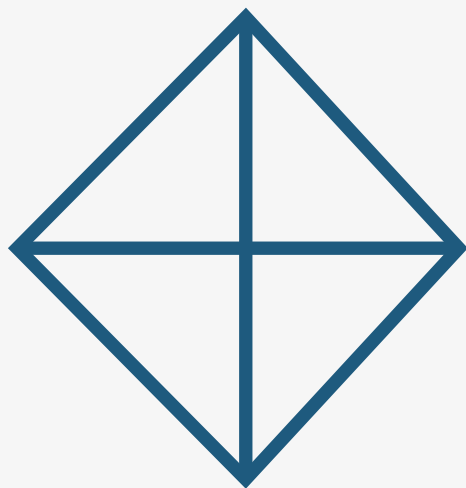
This means the founders purposefully designing the team's roles & responsibilities,

#### CULTURE

...and purposefully designing the shared values and beliefs that drive how you will act together.



# CULTURE IS CRITICAL TO GET RIGHT FROM THE BEGINNING.



Culture is increasingly **HARD TO PRESERVE AS YOU SCALE** because the number of employees, daily decisions, customer interactions - *everything!* - grows exponentially.



***“The stronger the culture is, the less corporate process a company needs. When the culture is strong you can trust everyone to do the right thing.”***

**BRIAN CHESKY, AIRBNB**



# CULTURE IS BUILT ON 3 CORE ELEMENTS:

## 1. MISSION

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A unifying mission drives every aspect of the venture (from the people you hire to your products and services, experience, business model, etc.)

## 2. CORE VALUES

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A clear list of core values helps attract and retain people (employees, customers, investors, advisors, etc.). Values give focus to activities and help decision making.

## 3. BEHAVIORS

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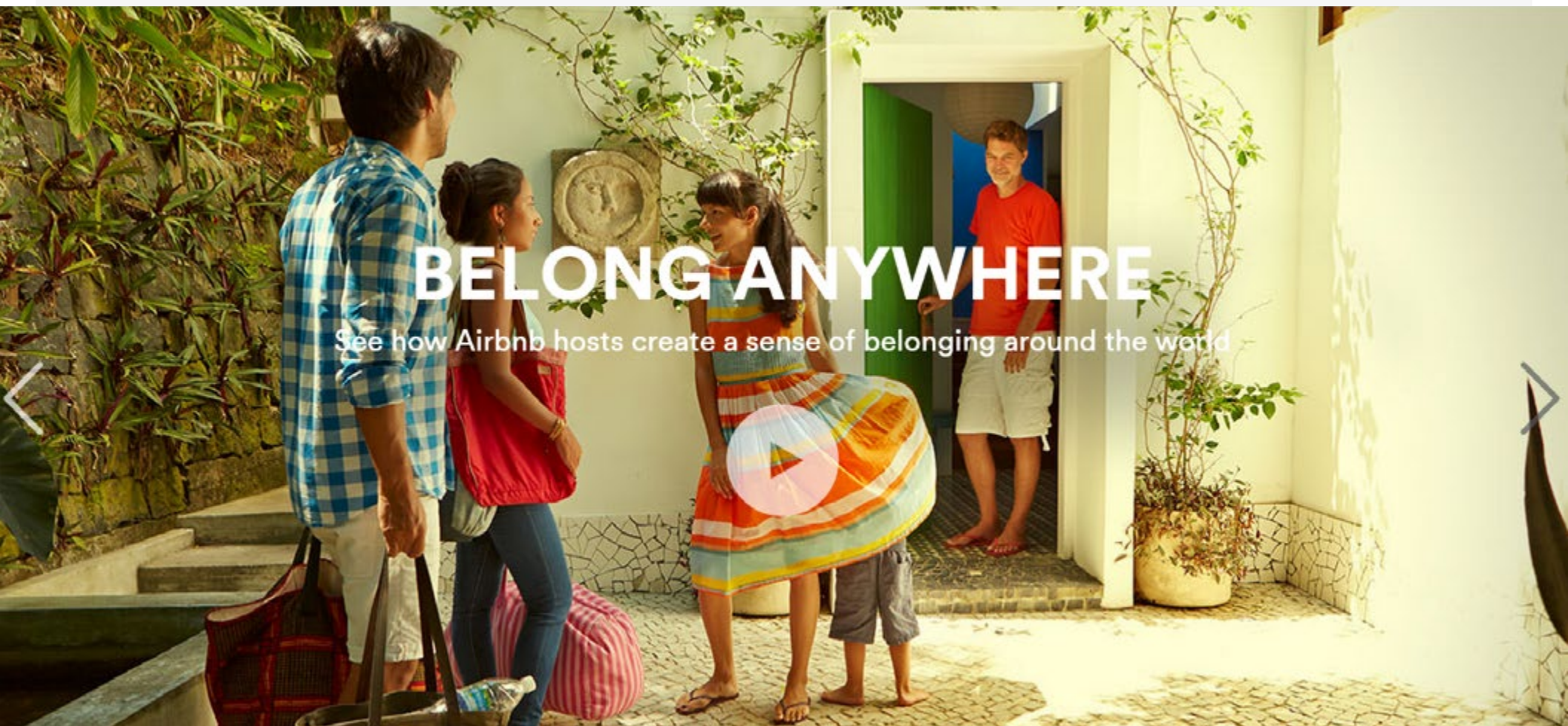
Evidence of your culture comes to life through everyday behaviors and rituals. Founders should lead by example, foster habits in others, and publicly celebrate the right behaviors.



## 1. MISSION

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*Airbnb's website promotes the mission in multiple places.  
Where and how can you share your venture's mission?*





# 1. MISSION

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*“Bring the world together by  
giving a sense of belonging to  
anywhere you go.”*

BRIAN CHESKY, AIRBNB

Airbnb’s founder interviewed the first 300 employees to make sure they cared about the mission.

## 2. CORE VALUES

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Zappo's states its values publicly and mentions them in many places - internally and externally - so employees embody them.

### Zappos' 10 Core Values



#### :: 1 DELIVER WOW THROUGH SERVICE

At Zappos, anything worth doing is worth doing with WOW.

WOW is such a short and simple word, but it really encompasses a lot of things. To WOW, you must differentiate yourself, which means do something a little unconventional and innovative. You must do something that's above and beyond what's expected. And whatever you do must have an emotional impact on the receiver. We are not average companies, our service is not average, and we don't want our people to be average. We expect every employee to deliver WOW.

Whether internally with co-workers or externally with our customers and partners, delivering WOW results in word of mouth. Our philosophy at Zappos is to WOW with service and experience, not with anything that relates directly to monetary compensation (for example, we don't offer blanket discounts or promotions to customers).

We seek to WOW our customers, our co-workers, our vendors, our partners, and in the long run, our investors.

#### :: Ask yourself

*What are things you can improve upon in your work or attitude to WOW more people?*

*Have you WOWed at least one person today?*

#### :: 2 EMBRACE AND DRIVE CHANGE

Part of being in a growing company is that change is constant.

For some people, especially those that come from bigger companies, the constant change can be somewhat unsettling at first. If you are not prepared to deal with constant change, then you probably are not a good fit for Zappos. We must all learn not only to not fear change, but to embrace it enthusiastically, and perhaps even more importantly, to encourage and drive it. We must always plan for and be prepared for

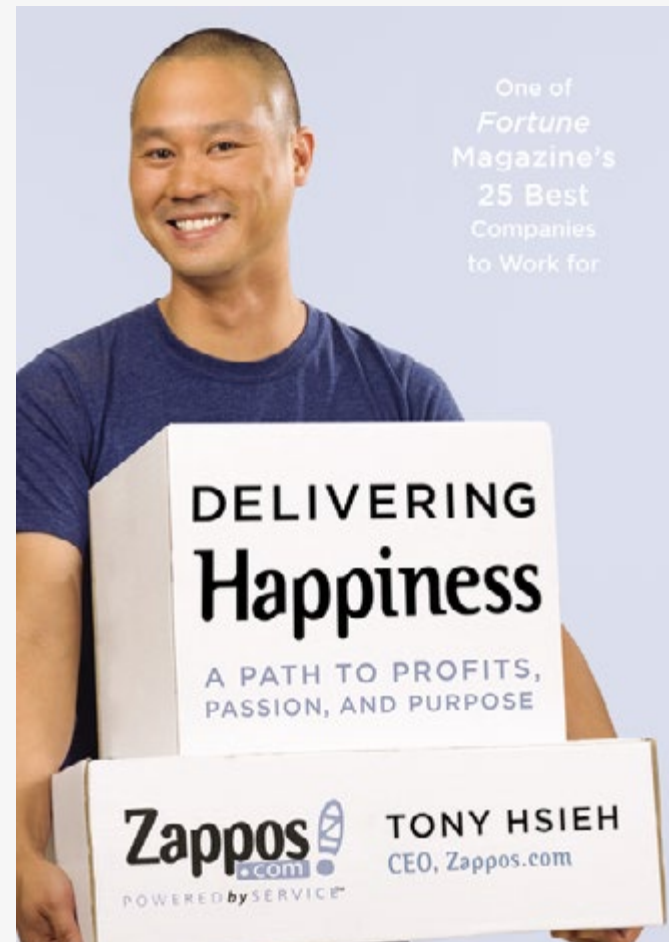
## 2. CORE VALUES

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### BENEFITS:

- Attract and retain the right people - employees, customers, investors, advisers, partners.
- Make decisions such as: features in a product or service, key hires, how to sell, stories you want to tell the world.
- Put a stake in the ground about who you are and are not.



### 3. BEHAVIORS

Zappo's "WOW" service behavior captured and celebrated by a colleague on a public employee blog.

#### Just Another Day at the Office

by Danny E. on Jul 8, 2011 in Zappos Family

Be the first to comment!



Meet John. He is a very friendly fellow that sits on the end of my row. Normally he is a mild-mannered Customer Loyalty Representative but sometimes... well, sometimes he is turns into a regular ol' super hero! His velvet hat and shiny [sunglasses](#) along with a fleece cape with magical powers turn him into a WOWing machine.

**Disclaimer:** This was a regular day at the office, not Halloween or any other sort of dress up day, just John pulling out his super-wower powers.

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Tags: [create fun and a little weirdness](#), [customer service](#), [fun office](#), [office fun](#), [zappos core values](#), [zappos culture](#), [zappos customer loyalty team](#), [Zappos Family](#), [zappos family](#), [zappos hq](#), [ZCLT](#),

*Zappos Blog*

### 3. BEHAVIORS

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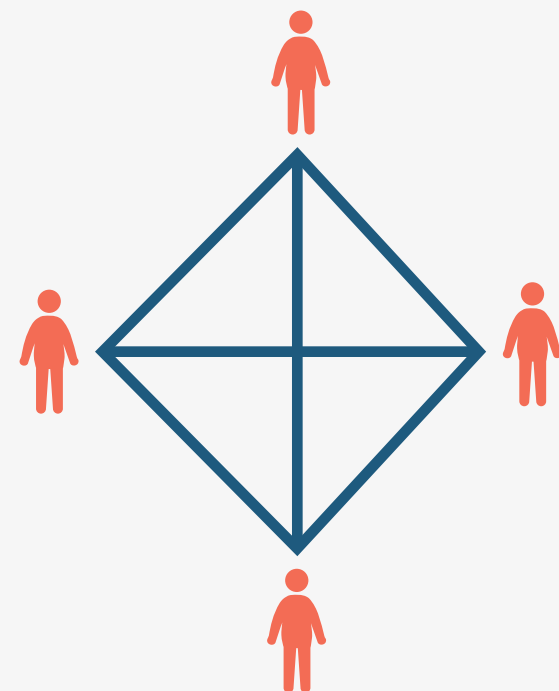
Every new employee, no matter what function, must take ownership in the culture of customer service.

***“[Everyone] goes through the exact same training as our call center reps. It’s a four-week training program and then they’re actually on the phone for two weeks taking calls from customers.”***

TONY HSIEH, ZAPPOS



ONCE THE FOUNDERS  
HAVE ESTABLISHED  
THE CULTURE, THEY  
CAN IDENTIFY AND  
**HIRE PEOPLE** THAT FIT  
AND DELIVER ON THE  
VENTURE'S NEEDS.





*Start with your **founding team** for the most critical functions of the business.*

***Some things to consider:***

- What are your individual strengths and gaps? How can the founding team members complement and challenge one another?
- How will you structure compensation and ownership?
- What responsibilities will be shared vs. individual?

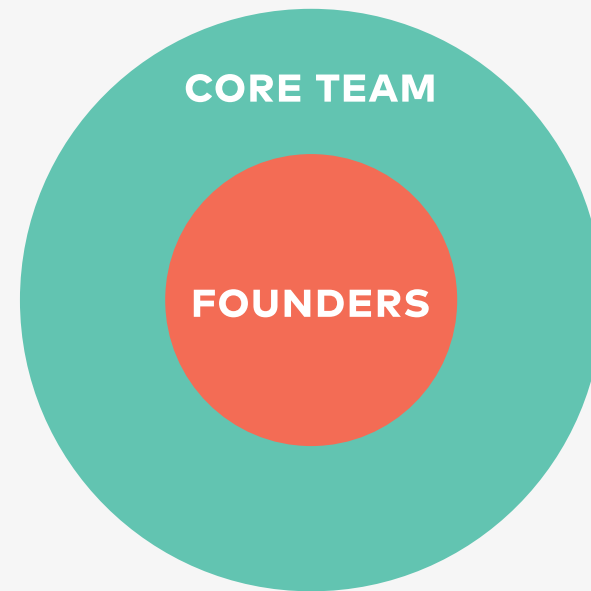




*Thoughtfully build out your **core team** of first hires.*

***Some things to consider:***

- Can you test-drive working together part-time before hiring someone full-time?
- How can you create 2-way feedback (early and often) to onboard correctly and help people continue to grow?
- Which people have multiple skill sets, and which go deep in one area?



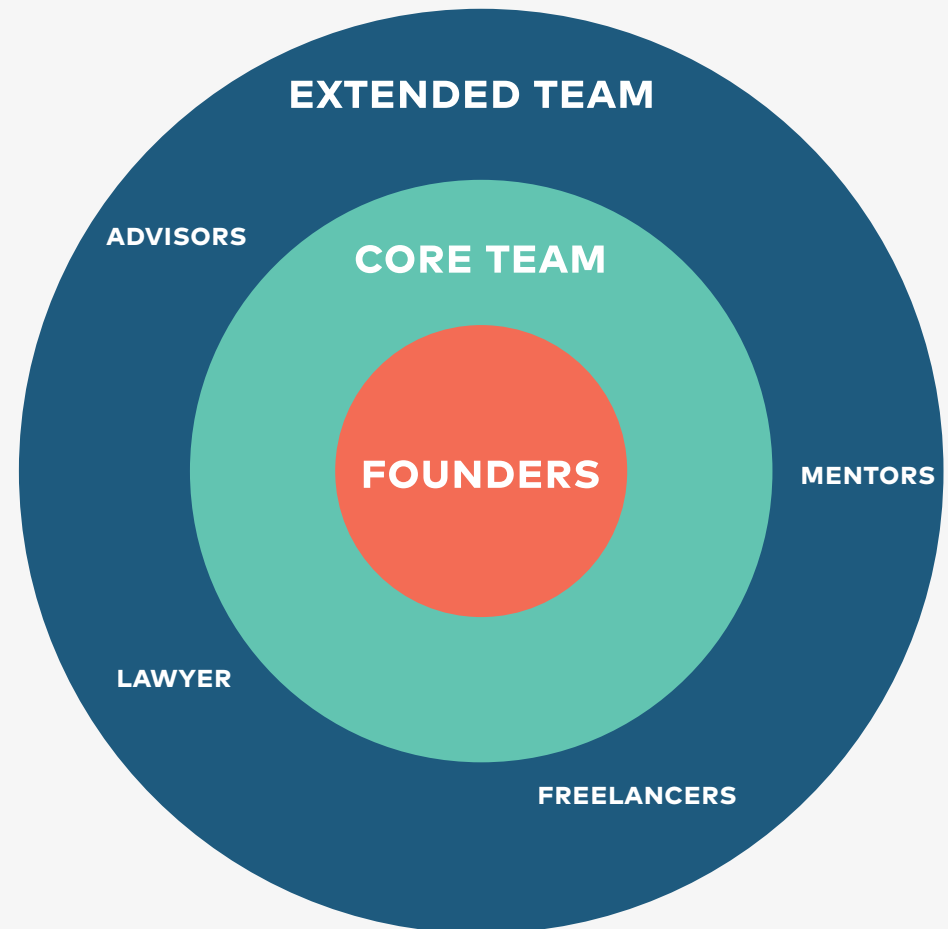




*For functions that are temporary or not critical to the core business, strategically build an **extended team**.*

***Some things to consider:***

- What do we need to own and what can we outsource?
- Which functions will likely not be full-time roles?
- Where do you need specific expertise and advice?
- Whose network is valuable, and for what?





***For each person on your team, whether a co-founder or freelancer, you must **have clarity around their role and responsibilities**. You should be able to answer these questions:***



#### WHAT

What does each person bring to the venture?



#### WHY

Why do they want to be there?



#### HOW

How do they work with others?



#### WHEN

When do they join (part or full time)?



# YOUR TEAM SAYS A LOT ABOUT YOUR VENTURE

**theranos**

**Elizabeth Holmes, Founder, and CEO**

Elizabeth Holmes is CEO of Theranos, which she founded in 2003. Elizabeth left Stanford University's School of Engineering to build Theranos around her patents and vision for healthcare.

**Board of Directors.**

<b>Elizabeth Holmes</b> Theranos Chairman, CEO, and Founder	<b>Samuel Nunn</b> • Samuel Nunn served as a United States Senator from Georgia for twenty-four years and as Chairman of the Senate Armed Services...	<b>William H. Frist</b> • [Bill Frist is a nationally recognized heart and lung transplant surgeon, former U.S. Senate Majority Leader, and Chairman...
<b>George P. Shultz</b> • George P. Shultz has had a distinguished career in government, in academia, and in the world of business. He is one of two...	<b>James N. Mattis</b> • James N. Mattis is a retired United States Marine Corps general who last served as the 11th commander of United States Central...	<b>William H. Foege</b> • William Foege is an epidemiologist and former director of the U.S. Center for Disease Control and Prevention (CDC) who has...
<b>Gary Roughead</b> • Gary Roughead is a retired United States Navy admiral who served as the 29th Chief of Naval Operations. Roughead is one of...	<b>Richard Kovacevich</b> • Richard Kovacevich served as the Chief Executive Officer of Wells Fargo & Company from 1990-2007 and Chairman of the Board...	<b>Riley P. Bechtel</b> • Riley P. Bechtel is Chairman of the Board and a Director of Bechtel Group, Inc. Previously, he held the positions of Chairman...
<b>William J. Perry</b> • William Perry is an entrepreneur, mathematician, and engineer who was the United States Secretary of Defense under President...	<b>Henry A. Kissinger</b> • Henry Kissinger is Chairman of Kissinger Associates, Inc., an international consulting firm. Dr. Kissinger served as Assistant...	<b>Sunny Balwani</b> • Sunny Balwani is an entrepreneur and a computer scientist. Sunny joined Theranos after dropping out of the Computer Science...

- **CEO as leader**
- **Sizable, stacked board with experience in medicine, science, military, government**

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About Us

**Founders**

**Our Co-Founders**

**Nathan Blecharczyk**  
CTO & Co-Founder

Nathan is the co-founder and CTO at Airbnb. He oversees the technical strategy of the company, and is dedicated to building a team of world-class engineers to keep Airbnb at the forefront of the industry. Nathan became an entrepreneur early on running a business while he was in high school, selling to clients in more than 20 countries. He received a degree in Computer Science from Harvard University and held several engineering positions with Microsoft, OPNET Technologies and Batiq before becoming a co-founder at Airbnb.

**Brian Chesky**  
CEO & Co-Founder

Brian is the co-founder and CEO at Airbnb. He drives the company's vision, strategy and growth as it provides interesting and unique ways for people to travel and changes the lives of its community. Under Brian's leadership, Airbnb stands at the forefront of the sharing economy, and has expanded to over 1,000,000 listings in 190 countries. Brian met co-founder Joe Gebbia at the Rhode Island School of Design where he received a Bachelor of Fine Arts in industrial design.

**Joe Gebbia**  
CPO & Co-Founder

Joe is the co-founder and CPO at Airbnb. He leads the product team in creating meaningful experiences through intuitive design, and oversees Airbnb's brand and product development. Joe draws on his previous experience as a designer at Chronicle Books, as well as his development of a green design site and several consumer products. He earned dual degrees in Graphic Design and Industrial Design at the Rhode Island School of Design, where he

- **Operate as one founding team**
- **Clear roles & responsibilities**
- **Evidence of success in bios**



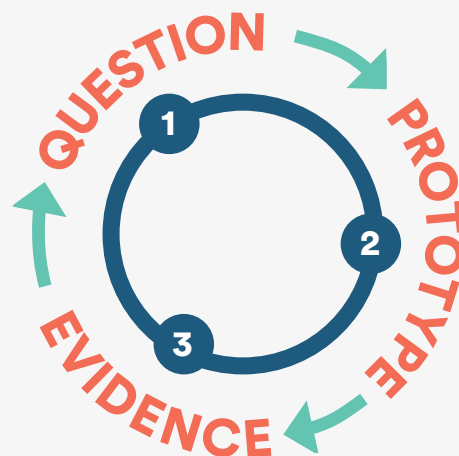
# LET'S DO!

Now that you've learned more, take a shot at answering these questions:

What are your organization's mission and core values? / In what capabilities or skills do you excel? / What are the behaviors and rituals that demonstrate your culture? / How is your team uniquely positioned to execute? / Who is, or should be, on your team? / Who do you need to hire?

**FOR QUESTIONS YOU STILL NEED TO ANSWER OR ASSUMPTIONS YOU NEED TO PROVE,**

- What will you make / prototype?
- What evidence can you get?





# WHAT'S NEXT?

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## DO

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### CORE VALUES

*What core values will be at the heart of your venture?*

### ORGANIZATION MAPPING

*Who is on your founding team, core team and extended team?*

### ROLES AND RESPONSIBILITIES

*Who is on the team and what roles and responsibilities do they have?*

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## LEARN

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### YOUR PROMISE COMMUNICATING YOUR VENTURE'S VALUES

*How does your culture connect with the value you're providing to people?*

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## LEARN

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### BRAND BUILDING A DISTINCT BRAND FOR YOUR VENTURE

*How does your organization reinforce the brand?*

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## Other Resources

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### ARTICLE

#### DON'T F UP THE CULTURE

BY BRIAN CHESKY, AIRBNB FOUNDER

*A read on creating culture intentionally as a founder.*

### ARTICLE

#### THE CULTURE DECK

BY DAVID SIEGEL

*A resource for building a high performance team from the ground up.*

### ARTICLE

#### HOW TO FIND A CO-FOUNDER

BY STEVE BLANK

*How to design competitive advantage into your team by hiring the right people.*